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TOUCHSTONE

A JOURNAL OF THE HAMILTON CIVIC HOSPITALS



Annual Report 1993-94

Together... in caring, teaching and discovery

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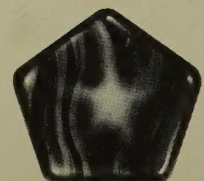
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A Touchstone is "a kind of stone used for testing the fineness of gold and silver . . . hence a standard for testing quality." To us, Touchstone connotes a sense of excellence, innovation and dedication, plus a feeling of warmth and caring. These five elements — symbolized by the five-sided touchstone to the right — are central to all our activities at the Civics; they are our standards and this is what we want our journal to reflect.

Editor

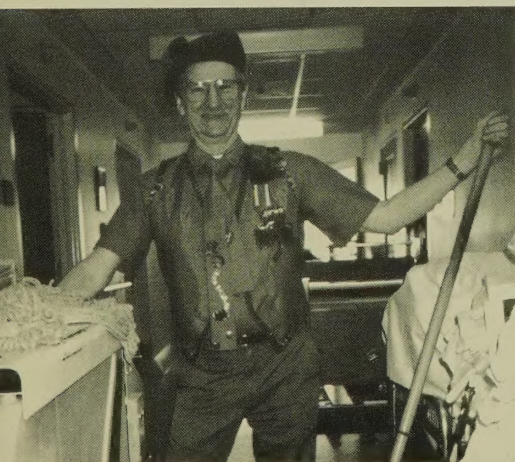


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COVER: Dr. W.E. Noonan, President and Chief Executive Officer, Hamilton Civic Hospitals 1965-1994, receives his honorary Doctor of Laws from McMaster Chancellor Dr. James H. Taylor.

Editor's Comment



A piper in traditional regalia; the strains of Pomp and Circumstance; members of the Academic Procession gown and capped in black with yellow, red, green, gold and blue – it was part of a centuries-old tradition that accompanies university convocations everywhere. However, this convocation had particular relevance to medical staff and employees at the Hamilton Civic Hospitals. This May 13, 1994, convocation was honouring one of our own.

Minutes later, William Ewart Noonan, MD, stood before the Chancellor of McMaster University, Dr. James H. Taylor.

Dr. John Bienenstock, Dean and Vice-President of the Faculty of Health Sciences, spoke: "Mr. Chancellor, it is my pleasure to present to you a truly outstanding administrator, whose

personality and skills have shaped the evolution of health care, not only at McMaster and in the Hamilton-Wentworth Region, but in Ontario and the wider community beyond, that you may confer on him the degree, Doctor of Laws."



The honorary Doctor of Laws degree was the cap to an illustrious career. On May 31, 1994, Dr. W.E. Noonan, President and Chief Executive Officer of the Hamilton Civic Hospitals, stepped down after almost 30 years as head of one of the country's premier teaching hospitals.

He leaves an impressive legacy – one which we will attempt to capture on the following pages of this Annual Report. To most of us at the Hamilton Civic Hospitals, he is the only leader this organization has known. And it is thanks to his leadership that we have moved to the forefront of health care in Canada.

While his list of accomplishments is long, many believe that it is in shaping the corporate culture of this organization that his greatest contribution is manifested. Dr. Iain Stewart, Chairman of the Board of the Hamilton Civic Hospitals, and a former member of medical staff, describes Dr. Noonan's contribution in the Report section of this issue of Touchstone:

"The ethos of any corporation stems from the top down, and the Hamilton Civic Hospitals is no exception; it is established by the

person at the top and permeates the whole organization. At the Hamilton Civic Hospitals, this ethos is characterized by a sense of family and a respect for traditions and values that distinguishes us from others. It is this, I think, that patients and visitors sense when they say they have a comfortable feeling at our hospitals. It is why I, and other Board members, are proud to put in many volunteer hours working for this organization."

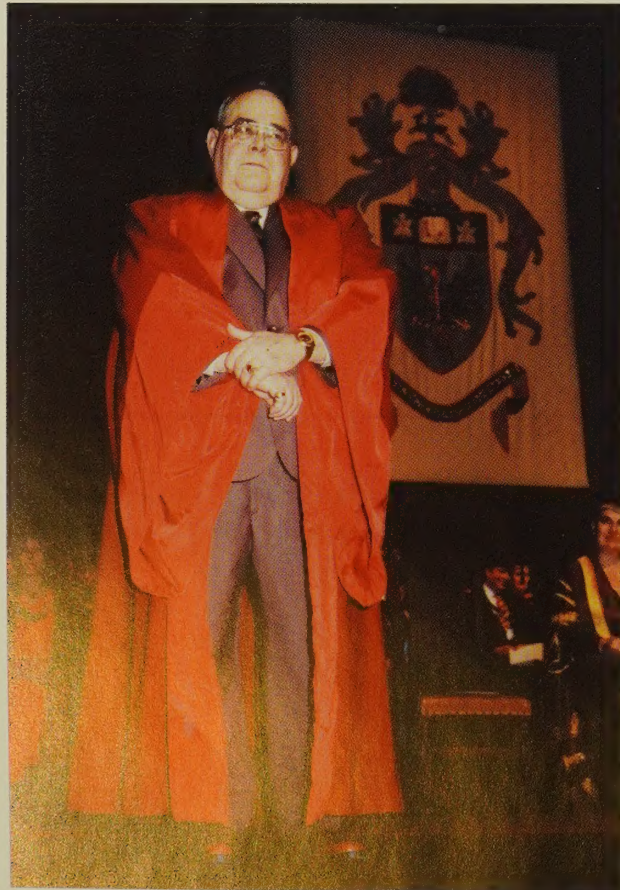
Marion Kirk, a recently retired long-term staff member and an executive of both the Hamilton Civic Hospitals Volunteer Association and the Quarter Century Club, describes how Dr. Noonan has created this climate:

"As we consider how we thrive (rather than just survive) on change, Dr. Noonan exemplifies a master of the art. Always seeing the challenge instead of the problem, the potential instead of the status quo, he is approachable, ready to listen, quick to analyse and suggest alternatives, and demonstrates care and concern for patients, volunteers, staff and our community. He motivates those who associate with him by expecting their best efforts – a principle he first applies to himself."



Fittingly, the day Dr. Noonan received his honorary degree, several other members of the Hamilton Civic Hospitals family received their Health Sciences degrees at the same ceremony. In these graduates and in hundreds of others over the past 29 years, the Noonan legacy continues.

Frances O'Flynn, Editor



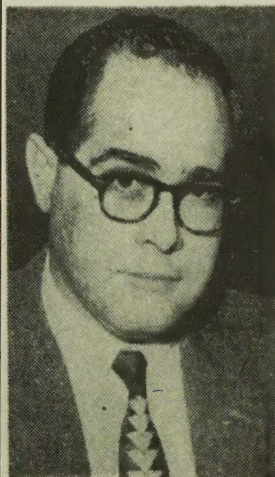
An illustrious career

Dr. W.E. Noonan

- ◆ 1953
Graduated, Faculty of
Medicine, University of
Toronto
- ◆ 1953/54
Intern, Hamilton
General Hospital
- ◆ 1954/55
General practice,
Kapuskasung
- ◆ 1955-58
Medical Assistant, then
Assistant
Superintendent,
Medical, Hamilton
Civic Hospitals
- ◆ 1958-61
Assistant Director, then
Director, Hospital
Services Branch,
Ontario Hospital
Services Commission
- ◆ 1961-65
Administrator,
Henderson General
Division of the
Hamilton Civic
Hospitals
- ◆ 1965-94
President and Chief
Executive Officer,
Hamilton Civic
Hospitals

Dr. W.E. Noonan Named Acting Hospital Head

Dr. W. E. Noonan, once a Hamilton General Hospital intern, will be appointed acting



DR. W. E. NOONAN

superintendent of the city-run hospital on January 18. Members of the committee are: George F. Clark, chairman

of the hospital governors: W. B. Gay, T. A. Irwin, Controller Ada Pritchard, W. E. Stewart and Dr. R. T. Weaver, governors; and Dr. E. C. Janes, chief of service, surgical branch at the hospital.

On that date Dr. J. B. Neilson will relinquish the post to become director of the hospitals division of the Ontario Hospitals Commission.

DR. NOONAN became assistant superintendent of Hamilton general hospitals nearly 18 months ago. He is a graduate of Toronto University.

While in his own practice Dr. Noonan was remembered by hospital authorities for his work as an intern, and he was made medical assistant to Dr. Neilson.

Meanwhile, a special committee is to consider the appointment of a permanent successor to Dr. Neilson, who was the youngest man ever to hold such a senior hospital position in Canada.

THE COMMITTEE will consider means of selecting a new superintendent or make a recommendation.

"Dr. Noonan had an early vision of what he wanted to do at the Hamilton Civic Hospitals in terms of patient care, education and research, including the reconstruction of our two facilities and the introduction of what would become a world-class research centre. He has accomplished it all. Now he can retire with a sense of pride and completion, and the certainty that his vision has been achieved."

Mr. Dave Watts, Vice-President of Finance and Corporate Services

"The success of any hospital depends on many factors. However, chief among these are its staff members, including the medical staff. The guidance, counsel and leadership of Dr. Noonan have had a positive impact on the medical staff and its many activities in service, teaching and research not only here at the Hamilton Civic Hospitals but in the broader arena of McMaster University and the Hamilton-Wentworth Region."

Dr. Ken Ockenden, Chairman of MSAC

"Over the years his contributions to health care have been many, both for the Civic Hospitals, the province and the country. He will be missed."

Mr. Peter Johnson, Chief Operating Officer, Henderson General Division and Vice-President, Hamilton Civic Hospitals



"Under Dr. Noonan's leadership, we have developed over the years the wisdom, courage, and skills necessary to carry on our tradition of being one of the finest health care institutions in the country and in so doing never losing sight of our most important priority – our patients. We thank him and wish him well."

Mrs. Trixie Fee, Chief Operating Officer, Hamilton General Division, Vice-President, Hamilton Civic Hospitals

Education



Hamilton's five teaching hospitals, and the Hamilton Regional Cancer Centre which Henderson Division hosts, work closely with the Faculty of Health Sciences, the District Health Council and other health care agencies.

Dr. Noonan played a vital role in bringing the McMaster Medical School to Hamilton and in working with colleagues to rationalize the health care system in the city to avoid unnecessary duplication of services. Both the Medical School and the city's rationalized system have become models across North America.

"His contributions were equal to those of us who are more commonly associated with McMaster's achievements." One of the original founders of McMaster University Medical School

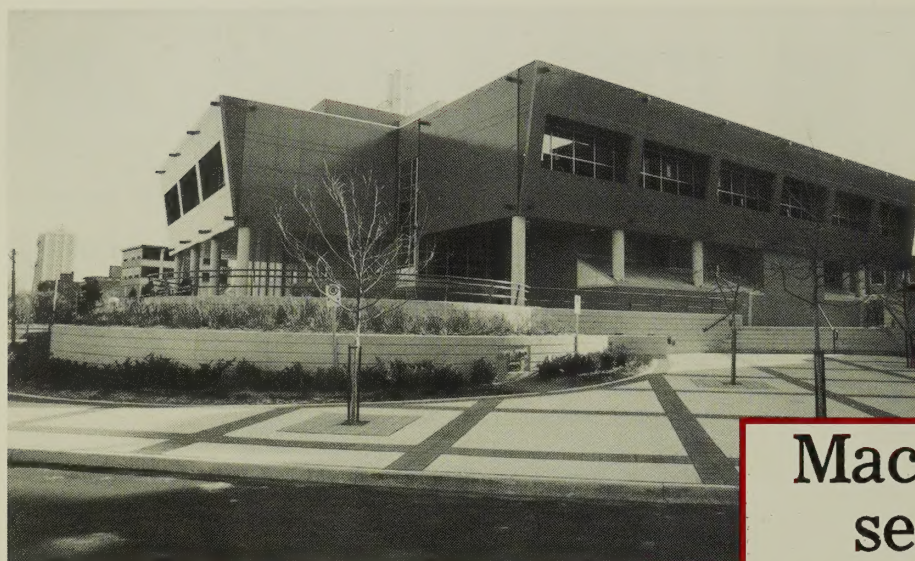
"The rationalization program we developed in 1968 has stood us in good stead to the present day. In fact we were the first in Canada to do it this way and it's allowed us to improve patient care. For example, the Hamilton General handles as many head injuries as the Montreal Neurological Institute. With that kind of a volume, we become really good at it." W.E. Noonan

He also was a charter member of the Ontario Council of Administrators of Teaching Hospitals and its President as well as President of the Association of Canadian Teaching Hospitals.

"In 1968 we had the first two Clinical Teaching Units at Henderson, one in family medicine and the other in obstetrics and gynecology. We also had early post-graduate training arrangements with the University of Western Ontario and the University of Toronto." W.E. Noonan

*Together...
in caring and
teaching and
discovery*

Research



The new home of the Hamilton Civic Hospitals Research Centre opens officially in September, 1994.

"An American journal that rates scientific research ranked the U.S. National Heart, Lung and Blood Institute as number one and McMaster University (with its teaching hospitals) as number two. Since that report the Hamilton Civic Hospitals has been fortunate to be able to attract one of the National Institute's leading scientists, Dr. Salim Yusuf. Now we can say we are number one AND number two." W.E. Noonan

In recognizing the increasing importance of research to the Hamilton Civic Hospitals and to the city and province, Dr. Noonan brought about the establishment of the Hamilton Civic Hospitals Research Centre, which has achieved world-wide recognition under its Director, Dr. Jack Hirsh.

"Where in the past, steel has been the backbone of the city, we now think high-tech health care research will be," W.E. Noonan

Mac research rated second in world

By SUZANNE MORRISON
The Spectator

TAKE A bow, McMaster University.

McMaster's research into asthma and heart disease is ranked second in the world, according to Science Watch, an American journal that rates scientific research.

Top spot went to the United States National Heart, Lung and Blood Institute.

When teaching is considered, McMaster ranks first among universities in the world, David A. Pendlebury, editor of Science Watch, said yesterday in a telephone interview.

McMaster's faculty of health sciences ranked ahead of Stanford University (fourth) and Harvard University (fifth).

To obtain its results, Science Watch surveyed 154,029 research papers published between January 1981 and June 1992 in 64 of the most influential research journals on cardiovascular and respiratory disease.

Science Watch is published by the research department of the Institute Scientific Information in Philadelphia, Pa.

To measure the influence of papers published by researchers in different institutions, Science

Watch counted how often other scientists refer to their work.

"We're not just counting articles, but how often articles are used by other scientists," Mr. Pendlebury said.

"When we did that calculation, we found McMaster was number two in the world, just following that of the National Heart, Lung and Blood Institute," he said, adding that if teaching is included, McMaster ranks first among universities.

This ranking method makes it possible to compare relatively smaller places like McMaster with giants like Harvard.

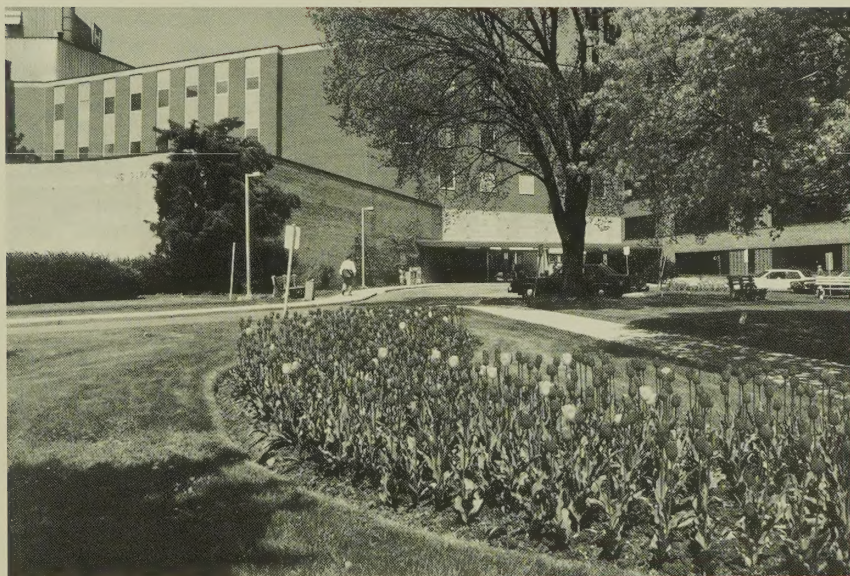
Dr. John Bienenstock, dean of the faculty of health sciences, said "clearly, we're ranked very high and that's a vote of confidence in how the faculty has done its thing in the last 20 years."

Dr. John Kelton, professor of medicine and pathology at McMaster and vice-president for research for the Heart and Stroke Foundation, was absolutely delighted at McMaster's high ranking.

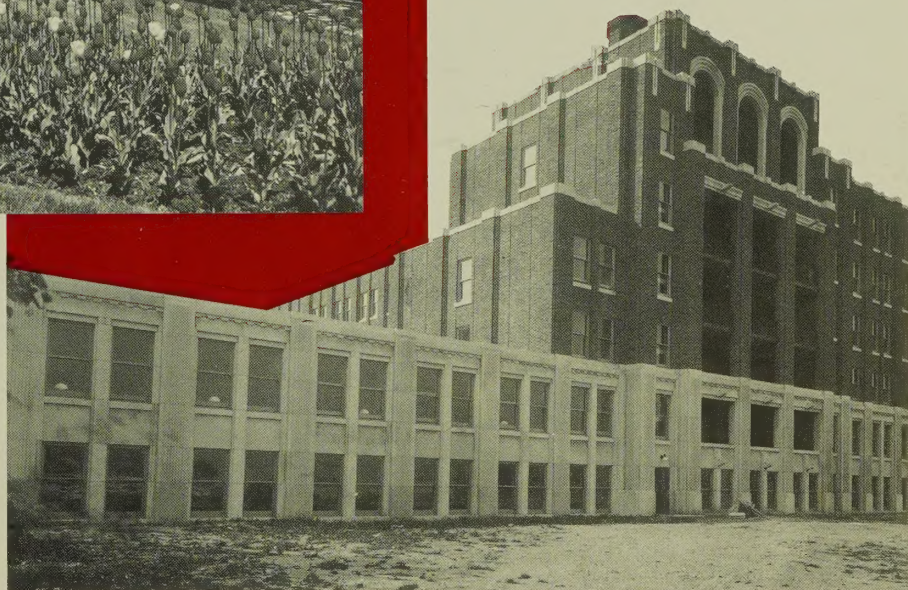
"Much of this success reflects the basic scientists and clinical investigators based at McMaster who are active in all of the Hamilton hospitals."

Courtesy: The Spectator

Clinical Service



*Henderson
then and
now*



Among his early achievements was the joining together of Nora Frances Henderson and Mount Hamilton Hospitals into a single facility to serve the expanding Mountain population. He was responsible for the initial construction on the Henderson site of the Cancer Clinic, which now has grown to one of the largest Regional Cancer Centres in Ontario and is now housed in a new, state-of-the-art facility at Henderson.

"Before they were joined, Mount Hamilton and Nora Frances Henderson hospitals were separated by a big hole, and we were concerned for people's safety. In those days the hospital functioned as part of the city government, and I went with John Neilson, the then superintendent, to persuade the city to fill in the hole. Nothing was resolved and Dr. Neilson took off on holidays leaving me in charge. The day he left, I called a trucker and arranged

to have the hole filled in and sodded. We never heard a word from the city about it." W.E. Noonan

"When we were designing and building the expansion of Henderson in the early 60s, we were the first in Ontario to include an Intensive Care Unit which was designed specifically as an ICU. There isn't a hospital today that is built without a specifically designed ICU." W.E. Noonan

Hamilton General then and now



Planning for the redevelopment of the Hamilton General Division began shortly after he became Executive Director in 1965 and proceeded through government freezes and other challenges until the "new" General was opened in 1989. As well, under his leadership, Hamilton Civic Hospitals acquired the second cobalt bomb in the world, the first linear accelerator in the world and the first CT scanner in Ontario – all contributing to improved patient care.

"The present Hamilton General Hospital is in many ways the length of Dr. Noonan's shadow."
A supporter



Spirit of the Civics

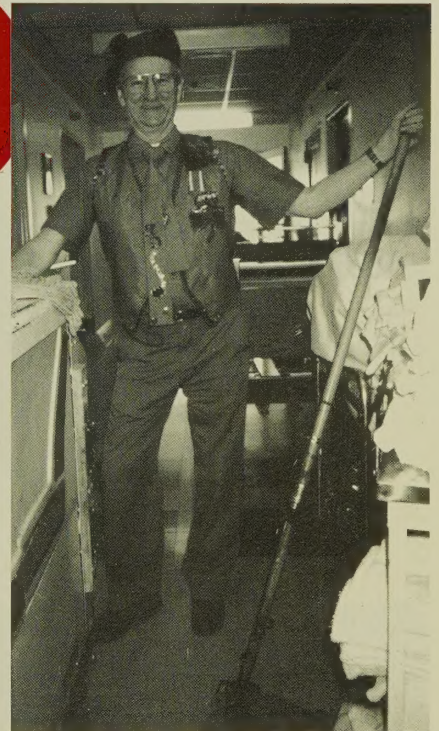
The Noonan legacy

"My major impression of the atmosphere here is that it's friendly, it's family. We work with each other as if we've known each other all our lives – which many of us have. We have the ability to close ranks and pull together when it gets tough. I guess it's like that old saying, 'When the going gets tough, the tough get going.'"

W.E. Noonan



When Marlene Scott left as Nurse Manager of Henderson's Ward 396 for a new challenge in the hospital's Employees' Health Service Department, the nurses she worked with on 396 surprised her with a group photo of all 36 of them. Retired employee, John Lyness, took the presentation photo and this photo of Marlene (highlighted) and her friends at the presentation party.



Looking like a leprechaun, Ron Dwyer sports the same vest and tam he wore in the 1991 St. Patrick's Day parade in New York City. Ron, a 14-year employee of Henderson's Housekeeping Department, was a member of the Hamilton Firefighter's Drum Corps when it took first place in the famous New York parade. His wife made his outfit and he wore it to work on St. Patrick's Day, 1994. Another tradition in the making, Ron?



Teen volunteers play an important role at both Divisions of the Hamilton Civic Hospitals. Here three Hamilton Civic Hospitals' teen volunteers man a booth at Bishop Ryan High School's first health fair.



It was her last shift after 36 years as an RPN (RNA). Rose Moroz was retiring from the Hamilton General's Short Stay Unit and was pleasantly surprised by an "Honour Guard" of co-workers AND a stretch limo rented by son Alex.



A total of 81 employees of the Hamilton Civic Hospitals accepted the hospital's early retirement package and retired in March, 1994. These employees served an average of 26 years each, for a total of 2,179 years of service. They came from a variety of jobs and departments. At Hamilton General, 18 departments had retirees; at Henderson, 19 departments were affected.

These photos are of some of those retirees who chose to be honoured at special retirement teas at each Division (Henderson –above; General – below). Noted one administrator: "You, and others who have gone before you, created and lived this really honourable corporate culture. You have made us what we are today... please come back often and don't forget us. Because we will never forget you."



Friends of the Civics

Honouring Bill

The Board of Directors and other friends of the Hamilton Civic Hospitals honoured Dr. Noonan at a dinner on May 31, 1994. Following are pictures from a really wonderful evening.



Part of the crowd of well-wishers

"This bright, nimble, fierce and comprehending being..." Winston Churchill, Great Contemporaries.



Master of Ceremonies, Chester Waxman, and Dr. Noonan after the dinner: The end of an era.



Dr. Noonan, the "poet laureate of the Hamilton Civic Hospitals," is presented with a printed volume of his poems and messages, by Dave Watts, Vice-President of Finance and Corporate Services, who collected them and had them printed, bound and distributed to guests at the dinner.



Regional Chairman Reg Whynott tells a Bill Noonan story to resounding laughter from Bill and his wife Sheila.



Board of Directors Hamilton Civic Hospitals

First row, from left: Ms. Katharine Short; Dr. William Noonan (President and Chief Executive Officer); Dr. Iain Stewart (Chairman); Miss Joyce Caygill; Mr. Chester Waxman.

Second row, from left: Mr. Morris Smurlick (Secretary); Dr. Scott Wooder (President, Medical Staff); Alderman Henry Merling (Mayor's Designate); Mr. John Skirving; Mr. Stanley Seneco.

Third row, from left: Mr. John Spears (First Vice-Chairman); Mr. Paul Milne; Mr. Norman Preece (Second Vice-Chairman); Mr. Ram Kamath; Mr. Douglas Boothe.

Missing: Mrs. Barbara Cambridge (President, Volunteer Association); Mrs. Renate Davidson; Mrs. Lynda Templeton; Mrs. Patricia Mongeon; Dr. Ken Ockenden (Chairman, MSAC); Mr. Gordon Lawson; Regional Councillor Domenic Agostino; Regional Councillor Don Drury; Alderman Bernie Morelli; Dr. Stephanie Brister (Vice-President, Medical Staff).

Retired from the Board effective December, 1993; Mr. Robert Swenor.

Hamilton Civic Hospitals

The past few years have been very difficult for hospitals generally and the Hamilton Civic Hospitals has not escaped this difficult period. The challenges we have confronted have been enormous and in meeting these challenges, staff has always played a key role. Thanks to medical and nursing staff and unionized and non-unionized employees who have worked with administration and the Board in a very cooperative way, the impact of cost cutting on patients and on the staff itself has been minimized.

Through changes in patterns of practice, such as increased emphasis on ambulatory care, reduced length of stay with community agency support and careful monitoring to detect and resolve potential problems, we are able to care for as many patients as in the past with fewer beds. Through skillful resource planning we have been able to place more than 96 per cent of our staff

members displaced by necessary cost-cutting measures.

There's little doubt that without support from all groups we would not have been able to achieve this careful balancing act and we'd like to thank everyone for their support.

Our strategic plan for the organization is being finalized as we write these words. Thanks again to input from medical and nursing staff and employees at every level, we will soon have in place a plan to carry us into the future. A special mention must be made of the extremely hard work and superior results achieved by the Strategic Planning Committee, led by Committee Chairman Dr. Bill Pine and assisted by Director of Corporate Planning and Special Projects Steve Isaak. This Committee researched, facilitated, compiled, drafted and redrafted the strategic plan and produced a

remarkable document of consensus.

We also wish to thank the Board of Directors for their hard work. Bob Swenor retired from the Board this year and we wish to thank him for all his efforts and advice. Happily, a Dofasco colleague, Ms. Katharine Short, has replaced him on the Board and we welcome her.

As we extend a thank you to our volunteer Board of Directors, we also thank our other volunteers without whom we would have found it very difficult to weather the storms of past years. The Hamilton Civic Hospitals Foundation under President Dick Hamel and the Hamilton Civic Hospitals Volunteer Association under President Barbara Cambridge have contributed so much in so many ways. We are very grateful to them for all their support.

Dr. W.E. Noonan
*President and
Chief Executive Officer
Hamilton Civic Hospitals*

Dr. Iain Stewart
*Chairman
Board of Directors
Hamilton Civic Hospitals*

The report on page 14 represents the joint comments of the President and the Chairman of the Board – a tradition established some years ago. Now, however I'd like to temporarily step away from the joint format for this tribute to our retiring President and Chief Executive Officer.

With the exception of a three-year period in which he worked for the Ontario Hospital Services Commission, Dr. Noonan has been a part of the Hamilton Civic Hospitals since his internship here in 1953. For all his many achievements – and you'll read about these elsewhere in this Annual Report – I believe one of his most important contributions has

been to the character of this organization – its ethos, if you will.

Defining the character of an organization is not an easy task. As a Board member and as a retired member of the Hamilton Civic Hospitals medical staff, I've had the opportunity to experience its culture from two sides.

The ethos of any corporation stems from the top down, and the Hamilton Civic Hospitals is no exception; it is established by the person at the top and permeates the whole organization. At the Hamilton Civic Hospitals, this ethos is characterized by a sense of family and a respect for

traditions and values that distinguishes us from others. It is this, I think, that patients and visitors sense when they say they have a comfortable feeling at our hospitals. It is why I, and other Board members, are proud to put in many volunteer hours working for this organization.

This is our ethos. And this, I believe, is one of the most important legacies left by Bill Noonan. On behalf of the Board, I would like to thank him for his great service to our institution and wish him the best for the future.

Dr. I.O. Stewart

As this is my swan song, I'd like to take this opportunity to thank Iain Stewart for his kind words. For all he believes I've given to this organization, it has given me so much more and I'm grateful to have had the opportunity to serve.

The people I have worked with at this organization are among the best anywhere. The Board of Directors has been energetic in their support and the members of our medical staff have worked with administration in ways envied by many of my colleagues. You could not have a finer senior management team than in Dave

Watts, Vice-President of Finance and Corporate Services; Peter Johnson and Trixie Fee, Vice-Presidents and Chief Operating Officers of Henderson General Division and Hamilton General Division, respectively; Dr. John Phin, Vice-President of Medical Affairs; and Peter Schmitt, Vice-President of Human Resources. My colleagues at the University Faculty of Health Sciences, the other Hamilton hospitals and the District Health Council have made working together a reality and a pleasure. Of our volunteers and staff on all levels, I have only the greatest respect and praise.

Last but certainly not least, my Secretary and Board Secretariat Ray Murase, who has been with me for 20 years and the Hospitals for more than 40 years. She has streamlined my work and organized my life. She is unique. I can't begin to thank her for all her efforts over the years.

This organization has been my life, and the good people I have worked with have made it so. I have great hopes for their future and the future of the Hamilton Civic Hospitals. Thank you, best wishes, and au revoir.

Dr. W.E. Noonan

Hamilton General Division

One of the goals of the Hamilton General Division is to use advancements in health care technology to improve patient care, while at the same time caring for patients and their families in a compassionate way. This has been successfully achieved this year by establishing new programs and services that provide optimal care within the many constraints facing the health care field today.

◆ In order to meet the growing needs of our senior population, a new program called Alternate Level of Care was implemented, primarily through the efforts of the Rehabilitation and Nursing Departments. This was designed to maintain and/or improve the levels of function and quality of life of our elderly patients. This program was officially established on 8 West in July 1993. The patients and their families have responded enthusiastically to the program.

◆ In May 1993, the Short Stay Unit held their first Autologous Blood Donor Clinic. These clinics allow patients booked for open-heart surgery the opportunity to donate up to four units of their own blood prior to surgery. The feedback from the participating patients has been very favourable.

◆ A teen injury prevention program called Community and Hospital Against Trauma (CHAT) was launched in May 1993 by the Trauma Prevention Council of Hamilton-Wentworth and staff at the Hamilton General – the region's trauma centre. CHAT's goal is to educate high school students in the 16-to 19-year age group about risk-taking behaviours, such as drinking and driving, that could result in

injuries. By helping them to identify these risk-taking behaviours, the program hopes to enable them to make informed choices. There has been very positive responses from participating students and staff members.

◆ The Palliative Care program has established non-denominational memorial services on a quarterly basis for families who have experienced deaths at the Hamilton General Division. The Palliative Care Team has also developed bereavement packages, offering helpful ways to recognize and deal with grieving. Comments on these initiatives such as, "I didn't know the hospital cared so much" and "The hospital seems very humane and caring" certainly indicate our "caring" mandate is being met.

◆ The Emergency X-ray area has been renovated and expanded to incorporate a second radiographic unit. Dr. Lachowski and Dr. Ockenden, Chiefs of Orthopedics and Emergency Services respectively, state that, "This has had a dramatic impact on the efficiency of processing outpatients through the area."

Despite new programs and specialized equipment, the essential component in fulfilling our mandate of "serving with compassion and competence" is and always will be, the dedicated, caring, competent staff, medical staff, volunteers, and Board members. My sincere thanks is extended to the Volunteer Association for their countless hours of service and financial contributions that have enabled us to continue to provide quality patient care. To all those members

of the Hospital family, please accept my personal appreciation for the commitment and service you have given our institution this past year.

This year also saw many familiar faces from all levels in the organization leave us to pursue other employment opportunities or enjoy the activities of a well-deserved retirement. To the many employees who have retired this year, I want to acknowledge your contributions to this organization over the years. To each and every one of you, thank you for the many years of loyal and dedicated service.

In closing, I would like to take this opportunity to recognize one particular individual who has been instrumental in leading the Hamilton Civic Hospitals over the last 37 years, directing its move towards the quality health care institution it is today, and providing us with a role model to follow in the years ahead – Dr. William E. Noonan. Although Dr. Noonan will be relinquishing the reins, he will be leaving us with a proud legacy to follow. As we approach 1994/95, we will be faced with new challenges and opportunities. Under Dr. Noonan's leadership, we have developed over the years the wisdom, courage, and skills necessary to carry on our tradition of being one of the finest health care institutions in the country and in so doing never losing sight of our most important priority – our patients. We thank him and wish him well.

Mrs. Trixie Fee
Vice-President,
Hamilton Civic Hospitals
Chief Operating Officer,
Hamilton General Division

Henderson General Division

Delivery of health care is a dynamic process which takes place in an ever-changing environment. The past year has witnessed a rapid acceleration in the pace of change as a consequence of reduced budget allocations associated with Social Contract legislation introduced in the summer of 1993. It has been my pleasure to observe the excellent response of the Henderson Division staff, medical staff and volunteers to the challenge which change of this magnitude presents.

◆ During the year, substantial effort was invested in the development of a vision statement, strategic plan and operating plan for the Civic Hospitals. These documents represent a consolidation of input and opinion from all levels of hospital staff and will be used to direct our major hospital activities into the future.

◆ Continuous quality improvement initiatives were evident throughout the hospital as staff recognized the need to do things better in a more cost effective way. It has been satisfying to observe the development of criteria for use of non-ionic media, expensive drugs and specific treatments – this approach not only reduces wastage within the hospital but improves the quality of care we provide. Significant results were also noted from the Orthopedic Rehabilitation and Geriatric project where, as a result of practice changes, average length of stay fell from 17 to 10 days for joint replacement patients. On the service side, the introduction of a new telephone system resulted in quality improvement in communications and overall reduction in cost. Costs associated

with health record completion were also reduced through introduction of electronic authentication.

◆ A number of these initiatives were facilitated through the collaborative effort of multidisciplinary teams. As we prepare for Accreditation in fall, 1994, teams will become major vehicles for evaluating patient care and hospital performance.

◆ Research is an integral component of health care. Our emphasis on research was highlighted this past year by the completion of the new Research/Material Management building, which will have its official opening in September, 1994. As the new home of the Hamilton Civic Hospitals Research Centre, this 80,000 sq. ft. centre will house state-of-the-art experimental pathology and biochemistry facilities. It also will include a new central supply and receiving area for the hospital.

◆ The Volunteer Association continued to provide exceptional support to the Henderson during 1993/94 through many hours of volunteer activity as well as generous financial support for education, library books, capital equipment and renovations. The introduction of a profitable Second Cup franchise in the main entrance of the hospital and the continuing plans for a new snack bar in the Research Building atrium are of particular note. My sincere thanks to our dedicated volunteers and to the Board of the Volunteer Association.

Unique to the history of the Henderson Division was the recent retirement tea, held in honour of

the early retirement of 36 long-term employees. Their collective contribution to the provision of health care within our institution totalled an impressive 939 years of service. Best wishes are offered to all our retirees in their future endeavours.

Also retiring will be Bill Noonan, President and CEO. Having been with the Hamilton Civic Hospitals since the 1950's, he was responsible for the construction of the present Henderson General Division. This was completed in 1964 and involved a major new building which connected the Nora Frances Henderson Hospital and the Mount Hamilton Hospital.

Dr. Noonan served as Ontario Regional Director for the Canadian College of Health Service Directors and has been the President of the Ontario Council of Administrators of Teaching Hospitals. He has also been President of the Association of Canadian Teaching Hospitals.

Over the years his contributions to health care have been many, both for the Civic Hospitals, the province and the country. He will be missed.

While the challenges of fiscal year 1993/94 were significant, the challenges of the future will be greater. I am confident however, that the committed staff of the Henderson Division will meet the future head on and accomplish all that is necessary to maintain and to enhance the quality of patient care we strive to provide.

Mr. Peter Johnson
Vice-President,
Hamilton Civic Hospitals
Chief Operating Officer,
Henderson General Division

Medical Staff Advisory Committee

Last year I wrote about change: the challenge it presents to us and the pervasive way it affects not only individual medical practice, but also the ongoing activities of our hospitals.

This year, the process continues. We have been presented with the reality of a reduced budget with which to offer the same services. Many of us have spent much time in the major hospital initiatives of strategic planning and regional planning. We have attempted to find new, innovative and valid ways of providing care encompassing shorter hospital stays and ways of extending ambulatory care. In addition, we faced a new and major challenge in the life of our institution when Dr. W.E. Noonan announced his impending retirement.

For most physicians on our staff, Dr. Noonan and the Hamilton Civic Hospitals are synonymous; most of us have never known another Chief Executive Officer at this hospital. For almost 30 years, the guidance, counsel, and leadership of Dr. Noonan have had a positive impact on the medical staff and its many

activities in service, teaching, and research, not only here at the Hamilton Civic Hospitals but in the broader arena of McMaster University and the Hamilton-Wentworth Region.

The success of any hospital depends on many factors. However, chief among these are its staff members, including the medical staff. Throughout his tenure, Dr. Noonan has fostered a close relationship between physicians and administration resulting in mutual cooperation and strong support of each for the other. Physicians have felt themselves part of the hospital and have reciprocated by working in the best interests of the hospital. This symbiotic relationship has worked to everyone's advantage and has helped to promote the hospital to its current eminent position.

Dr. Noonan's many accomplishments are described in detail elsewhere in this Report. It is worthwhile noting that the medical staff was intimately involved in most of these undertakings. It is even more important to recognize that Dr.

Noonan's practice of involving medical staff in the early stages ensured that they were supportive of the concepts and worked towards their success.

The medical staff has respected Dr. Noonan's administrative ability and also appreciated the opportunity to be part of all those working for the improvement of patient care, education of students, nurses and physicians and development of research at the Hamilton Civic Hospitals.

The medical staff in general and, in particular, the members of the Medical Staff Advisory Committee share a sense of loss in Dr. Noonan's retirement. However, they look forward to a promising future based in no small part on the sound achievements of Dr. Noonan and his leadership of the Hamilton Civic Hospitals. There is an adage: "when one door closes, another opens." The medical staff welcomes the openings.

Dr. Ken Ockenden
*Chairman
Medical Staff Advisory Committee
Hamilton Civic Hospitals*

Hamilton Civic Hospitals Volunteer Association

Each year at our annual meeting we take a look backward at the events of the past year to take stock of our achievements and to use as a guide to the future.

If there has been one "buzz" word of the nineties, it has been "change." Charles Hardy, a recognized authority, tells us that "change, after all, is another word for growth, and a synonym for learning. We can all do it and enjoy it if we wish to do so."

Early in the recession the Volunteer Association Board of Directors recognized that it must change the management system of its revenue producing units. They could no longer function as isolated units under separate management but had to be brought under a centralized management system. The Board of Directors developed a plan to examine the functioning of each of our units and to restructure them in the most efficient revenue producing way possible.

The new management system first dealt with the General Division Snack Bar and over the last year it has shown a remarkable increase in revenue and a consistent improvement in the selection it offers to visitors. Next, the General Division Gift Shop was reorganized with a tremendous variety of gifts offered at competitive prices.

When it became apparent that the Snack Bar at the Henderson Division was outdated and financially unsuccessful, the Board of Directors introduced a gourmet coffee bar which not only enhanced the entrance to the hospital but greatly increased our

revenues. At the same time it was necessary to shift the Gift Shop to provide more office space to Administration. This move enabled us to update, redecorate and modernize the new location.

In the meantime, the plans for a new up-to-date Snack Bar at the Henderson Division have been completed. This will be situated in the new atrium next spring.

We will continue to introduce innovative ideas and our new management system will track our record to ensure we are getting maximum value for every inch of space allotted to us.

Although the Gift Shops, Coffee and Snack Bars provide our major revenue, we must not overlook the efforts that go into smaller endeavours like our raffles. We are also extremely grateful for the volunteers' contributions of goods and time for the hospitals' fall and spring fairs. It is important to recognize the valuable public relations benefits of these fairs – making the Volunteer Association visible to hospital visitors.

It is thanks to the revenue from all these activities that we are able to contribute to the Hamilton Civic Hospitals. As the Volunteer Association representative on the Board of Directors of the Hamilton Civic Hospitals, I have become increasingly aware of the problems facing our health care system and I believe we must make every effort to support our hospitals to enable them to maintain their high levels of care.

Throughout the year we have required much expert advice, assistance and support from

members of the Administration staff. I wish to express my sincere appreciation for the support we receive from them all, especially from Dr. Noonan, who is retiring this year and who has been unflagging in his support for our Association. He reminds me of a Field Marshall in complete control of a campaign; always aware of what is happening in every sector, with the great skill of being able to blend it all together towards the achievement of a common goal. Serving with him has been an honour.

None of our achievements could have been attained without the dedicated efforts of the Board of Directors. I am particularly grateful to the chairpersons of our standing committees who have made tremendous contributions in time and effort, particularly to the Management Committee. I have been blessed with an outstanding 1st Vice President, Secretary and Treasurer who have supported me throughout the year. To each and every member of the Board of Directors who has fulfilled their role, my sincere thanks. In addition we have had the good fortune to employ a Project Coordinator whose special management talents are proving effective in running the Snack Bars and Gift Shops at both Divisions.

Last, but by no means least, a very special thanks to all those volunteers who quietly go about offering their services to the hospitals every week throughout the year.

Mrs. Barbara Cambridge
President
Hamilton Civic Hospitals
Volunteer Association

Financial Statements

Balance Sheet as at March 31, 1994

Assets

	1994	1993
Cash and Short Term Deposits	\$22,879,892	\$29,882,790
Grants and Accounts Receivable.	20,780,992	18,880,757
Inventories	4,121,382	4,390,117
Prepaid Expenses	869,279	1,143,695
Due from Other Funds	3,723,726	3,598,289
Total Current Assets	52,375,271	57,895,648
Capital Assets -		
Equipment	71,851,750	66,074,276
Less Accumulated		
Amortization	48,521,300	43,343,313
	23,330,450	22,730,963
Construction in Progress	4,819,535	5,355,087
	28,149,985	28,086,050
Total Assets	\$80,525,256	\$85,981,698

Liabilities and Fund Balance

	1994	1993
Accounts Payable and		
Accrued Liabilities	\$39,338,835	\$46,751,490
Long Term Debt - Region of		
Hamilton-Wentworth		
(note 2)	6,209,896	6,150,793
Fund Balance	34,976,525	33,079,415
Total Liabilities and		
Fund Balance	\$80,525,256	\$85,981,698

Notes to Financial Statements - see p. 22

1993-94

Statement of Changes in Financial Position

for the year ended March 31, 1994

Sources of Working Capital	1994	1993
Surplus for the year	\$3,717,795	\$6,443,304
Charges to operations not requiring an outlay of working funds - Amortization	5,720,400	5,088,668
Donations received for Capital Expenditures	715,400	1,345,067
Region of Hamilton-Wentworth Loan (note 2)	59,103	6,150,793
Construction in Progress	535,552	—
Total Working Capital Provided	10,748,250	19,027,832
 Application of Working Capital		
Purchases of equipment - net	6,319,887	3,374,738
Expenditure to buildings owned by the City of Hamilton	2,536,085	1,839,581
Construction in Progress	—	5,220,217
Total Application of Working Capital	8,855,972	10,434,536
 Increase In Working Capital	1,892,278	8,593,296
 Working Capital Beginning of Year	11,144,158	2,550,862
 Working Capital End of Year	\$13,036,436	\$11,144,158

Auditors' Report

To the Board of Directors of Hamilton Civic Hospitals

We have audited the balance sheet of the Hamilton Civic Hospitals as at March 31, 1994 and the statements of revenue and expense and fund balance, and changes in financial position for the year then ended. These financial statements are the responsibility of the hospitals' management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts

Statement of Revenue and Expense and Fund Balance

for the year ended March 31, 1994

Revenue	1994	1993
Ministry of Health Funding		
- Hospital Services	\$212,992,935	\$213,682,186
- Subsidiary Services	2,906,301	2,950,285
Patient Services Revenue	19,809,571	18,340,751
Other Income	5,820,326	6,060,555
Total Revenue	241,529,133	241,033,777
 Expense		
Care of Patients	151,008,589	151,995,368
Patient Support Services	20,595,972	21,220,487
General Services	55,874,899	51,519,494
Amortization	5,720,400	5,088,668
Other Expense	1,705,177	1,816,171
Subsidiary Expenses	2,906,301	2,950,285
Total Expense	237,811,338	234,590,473
 Surplus for Year	3,717,795	6,443,304
 Fund Balance		
Beginning of Year	33,079,415	27,130,625
 Add -		
- Donations	715,400	1,345,067
	37,512,610	34,918,996
 Less		
- Expenditures to buildings owned by the City of Hamilton	2,536,085	1,839,581
Fund Balance		
End of Year	\$34,976,525	\$33,079,415

and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the hospitals as at March 31, 1994 and the results of its operations and the changes in financial position for the year then ended in accordance with generally accepted accounting principles.

MacGillivray Partners
CHARTERED ACCOUNTANTS

Hamilton, Canada
May 25, 1994

Notes to Financial Statements

Note 1 - Significant Accounting Policies:

- (a) The financial statements have been prepared using the accrual method of accounting. Revenue is recorded when earned and expenses are recorded when incurred. The financial statements do not include the assets, liabilities and activities of any organizations such as the Volunteer Association and the Foundation which, although related to the Hospitals, are not operated by it.
- (b) Inventories are carried at the lower of cost and replacement value. The moving average cost method is used to value stores inventory. The first in, first out cost method is used to value pharmacy and other departments' inventories.
- (c) Capital assets are recorded at cost and amortized on a straight-line basis over their estimated useful lives from 1 to 20 years.
- (d) Under the sick leave benefit plan for employees, unused sick leave accumulated to March 31, 1994 may be used for sick time in future years. In addition, employees with five years or more service are entitled to cash payments on a portion of their sick bank upon termination of employment. It is the policy of the Hospitals not to recognize the amount of the liability of the sick bank in the financial statements, but to consider any payments from the accumulated sick bank as an expense in the year of payment. Effective April 1, 1993, the sick leave benefit plan for employees was amended. As a result, the future accumulation of sick leave credits has been discontinued.
- (e) Donations and grants for equipment are accounted for as increases in the fund balance in the year of purchase.
- (f) Capital construction and renovation grants are applied against expenditures incurred for additions and improvements to buildings which are owned by the City of Hamilton.

Note 2 - Long-Term Debt - Region of Hamilton-Wentworth

The interest rate on the long-term debt payable to the Region of Hamilton-Wentworth is 8.25% to 1996 and 8.75% thereafter. The loan matures on October 16, 2001 and requires annual blended interest and principal payments over the next five years as follows:

1995	\$ 481,000
1996	2,500,000
1997	2,500,000
1998	2,500,000
1999	226,333

The Hospitals have the option of prepayment.

Note 3 - Pension Plan

Substantially all of the employees of the Hospitals are eligible to be members of the Hospitals of Ontario Pension Plan which is a multi-employer defined benefit final average pay contributory pension plan.

Employer contributions expensed during the year by the Hospitals amounted to \$6,905,000 for 1994 and \$4,654,000 for 1993.

The most recent actuarial valuation of the plan as at December 31, 1992 indicates the plan is fully funded.

Note 4 - Public Liability Insurance

Hamilton Civic Hospitals is a member of the Healthcare Insurance Reciprocal of Canada (HIROC).

HIROC is a pooling of the public liability insurance risks of its members. All members of the pool are subject to assessment for losses experienced by the pool for the years in which they were members, on a pro rata basis, based on the total of their respective deposit premiums. To March 31, 1994, no assessments have been made. The Hospitals have expensed deposit premium as an administrative expense amounting to \$1,101,000 for 1994 and \$1,049,000 for 1993.

Note 5 - Contingency

The estimated maximum liability for termination sick bank payments at March 31, 1994 amounts to approximately \$8,871,000 (March 31, 1993 - \$9,703,000). The termination sick bank payments expensed during the year by the Hospitals amounted to \$1,561,000 for 1994 and \$283,000 for 1993.

Facts & Figures

April 1, 1993 to March 31, 1994

HAMILTON CIVIC HOSPITALS

HENDERSON GENERAL & HAMILTON GENERAL DIVISIONS

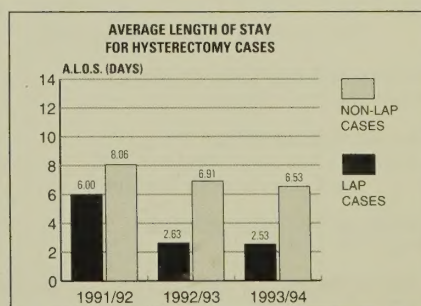
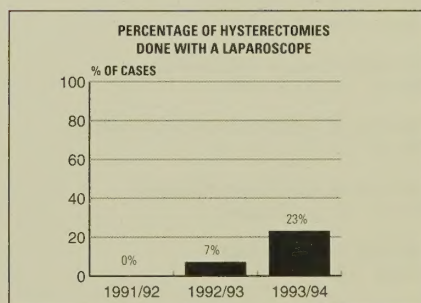
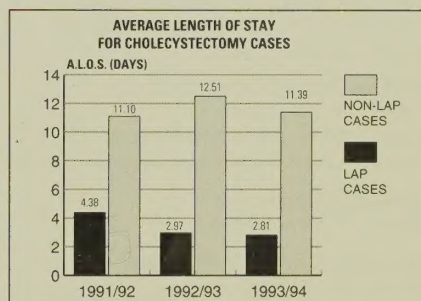
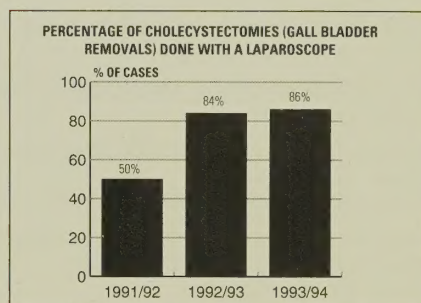
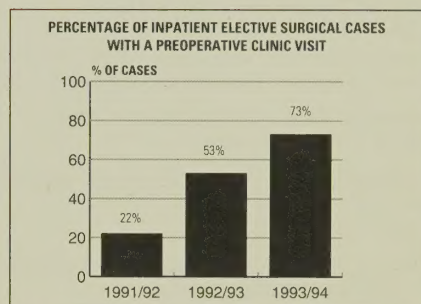
EMPLOYEES (FULL-TIME EQUIVALENT)	3,462
MEMBERS OF MEDICAL STAFF	990
BEDS (INCLUDING 50 BASSINETS AT HENDERSON DIV.)	838
ADMISSIONS	25,459
OUTPATIENT VISITS	86,378
EMERGENCY VISITS	69,102
BIRTHS (HENDERSON DIV.)	1,763
MEALS SERVED	1,327,167

Improved quality of care

Our tradition is to use our best efforts to strive for excellence in what we do, to meet the health needs of our patients and to be a leader in our community. Our vision is provision of innovative, exemplary health care, research that is relevant and provision of appropriate educational opportunities... Hamilton Civic Hospitals Statement of Vision.

A key trend is the continued movement of inpatient acute care to the ambulatory setting and beyond to the community and the home. This involves, where appropriate, the replacement of complex invasive therapies and procedures with minimally invasive ones.

Displayed below are five charts showing: 1) the increased use of pre-op clinics and same day admission for elective surgeries 2) the increased use of minimally invasive procedures such as laparoscopic surgery (which uses a small incision through which is inserted a telescope-like instrument with added micro-camera. This permits the surgeon to view internal organs through television-like quality pictures) and 3) the reduction in length of stay resulting from this increased use of laparoscopy in hysterectomies (removal of the uterus) and cholecystectomies (removal of the gall bladder).



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Vice-Chairman Dr. B. Lumb

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Dr. C. Davis (from July 1993)

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Chief Dr. D.G. Pond

DEPARTMENT OF PEDIATRICS

Chief Dr. W.T. Conner (from September 1993)

DEPARTMENT OF PSYCHIATRY

Acting Chief Dr. S. Dziurdzy

DEPARTMENT OF SURGERY

Chief Dr. J. Gunstensen

Deputy Chief, Hamilton General Dr. W.P. Finn

Deputy Chief, Henderson General Dr. N. Gagic

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Dr. R. Rathbone, Associate Vice-President, Faculty of Health Sciences

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President and Chief Executive Officer

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Vice-President, Medical Affairs

Dr. J.M. Phin

Vice-President, Hamilton Civic Hospitals and Chief Operating Officer, Hamilton General Division

Mrs. T. Fee

Vice-President, Hamilton Civic Hospitals and Chief Operating Officer, Henderson General Division

Mr. P.C. Johnson

Nursing, Hamilton General

Miss M. Charters (to July 1993)

Miss P. Walsh (from August 1993)

Nursing, Henderson General

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